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Proposed programme budget for the biennium 2008-2009*

Part X
Jointly financed administrative activities and special expenses

Section 30
Jointly financed administrative activities

(Programme 26 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

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Overview

30.1 Provisions under the present section cover the requirements for the United Nations share in the costs of three administrative organizational units of the United Nations common system financed on an inter-agency basis. They are:

(a) The International Civil Service Commission (ICSC) and its secretariat;

(b) The Joint Inspection Unit and its secretariat;

(c) The secretariat of the United Nations System Chief Executives Board for Coordination (CEB).

30.2 The full budgets of ICSC and the Joint Inspection Unit are also presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The comments of CEB on the budget proposals of the Joint Inspection Unit for the biennium 2008-2009, which are required by its statute, will be submitted separately. The full budget of CEB is also presented for information purposes, while the United Nations share of it is presented for approval.

30.3 The proposals for the regular budget appropriation made under this section reflect a net increase of $3,424,400, or 43.9 per cent, over the level approved for the biennium 2006-2007. The requirements were estimated on the basis of the full budgets of the activities, and the percentage share of the United Nations in those costs, determined by CEB on the basis of established methodology. The increase in the United Nations regular budget under this section is due to the delayed application of the percentages of the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) as they relate to the calculation of the United Nations share of costs. The percentage distribution of regular budget resources under this section is as shown in table 30.1.

Table 30.1 **Distribution of regular budget resources by component**

(Percentage)

A. International Civil Service Commission	56.4
B. Joint Inspection Unit	23.6
C. United Nations System Chief Executives Board for Coordination	20.0
Total	**100.0**

Table 30.2 **Summary of resource requirements by component (United Nations share of costs)**

(Thousands of United States dollars)

Regular budget

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. International Civil Service Commission	4 962.0	4 624.8	1 710.5	37.0	6 335.3	514.0	6 849.3
B. Joint Inspection Unit	3 485.4	1 672.1	976.7	58.4	2 648.8	123.2	2 772.0
C. United Nations System Chief Executives Board for Coordination	1 782.4	1 502.3	737.2	49.1	2 239.5	73.9	2 313.4
Total	**10 229.8**	**7 799.2**	**3 424.4**	**43.9**	**11 223.6**	**711.1**	**11 934.7**

30.4 The estimated requirements under the full budgets of the activities programmed in this section are summarized in table 30.3. The post establishment in the context of the full budgets is summarized in table 30.4. Due to the inter-agency nature of these operations, all the posts budgeted in this section are outside the United Nations regular budget staffing table.

Table 30.3 **Summary of resource requirements by component (full budgets)**

(Thousands of United States dollars)

Jointly financed

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. International Civil Service Commission	13 211.2	16 170.7	768.6	4.8	16 939.3	1 380.7	18 320.0
B. Joint Inspection Unit	10 287.7	11 222.2	(139.3)	(1.2)	11 082.9	515.3	11 598.2
C. United Nations System Chief Executives Board for Coordination	4 327.3	4 963.0	—	—	4 963.0	240.8	5 203.8
Total	**27 826.2**	**32 355.9**	**629.3**	**1.9**	**32 985.2**	**2 136.8**	**35 122.0**

Table 30.4 **Summary of post requirements by component (full budgets)**

Jointly financed

	Established posts		*Temporary posts*		*Extrabudgetary posts*		*Total*	
	2006-2007	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*	***2006-2007***	***2008-2009***
A. International Civil Service Commission	46	47	—	—	—	—	**46**	**47**
B. Joint Inspection Unit	20	20	—	—	—	—	**20**	**20**
C. United Nations System Chief Executives Board for Coordination	14	14	—	—	—	—	**14**	**14**

A. International Civil Service Commission

Full budget of the International Civil Service Commission (before recosting): $16,939,300

Regular budget resource requirements for United Nations share (before recosting): $6,335,300

30.5 By its resolution 3357 (XXIX) of 18 December 1974, the General Assembly established the International Civil Service Commission for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the General Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated

through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

30.6 Under article 21, paragraph 2, of the statute of ICSC, a provision is made for the inclusion of the ICSC budget in the regular budget of the United Nations. The budget estimates for the Commission are submitted by the Secretary-General after consultation with CEB on the basis of proposals made by the Commission.

30.7 The overall broad objectives of the Commission's programme of work are: (a) to continue to maintain a common system of salaries, allowances and benefits; (b) to establish and maintain procedures and/or methodologies by which the principles for determining conditions of service should be applied; (c) to establish and maintain post adjustment classifications and daily subsistence allowance rates for approximately 200 countries and areas around the world; (d) to conduct surveys of the best prevailing conditions of employment for General Service staff at headquarters duty stations; (e) to develop and maintain job evaluation standards; and (f) to provide to the organizations guidance and advice on various human resources management issues.

30.8 The Chairman of the Commission is responsible for directing its work. The Executive Secretary, as the Chief Administrative Officer of the Commission, is responsible for the preparation of the budget estimates, in consultation with the Chairman and the Vice-Chairman, and for submitting them to the Secretary-General.

30.9 The proposed programme budget reflects congruence with the format and substance of the strategic framework for the biennium 2008-2009, the ICSC statute and prior decisions of ICSC. The mandate of ICSC remains unchanged — regulating and coordinating conditions of service of the United Nations common system.

Programme of work of the International Civil Service Commission

30.10 It is expected that ICSC will hold two sessions with a total duration of six weeks in 2008 and two sessions with a total duration of four to five weeks in 2009. Of the two sessions held each year, one will take place in New York and the other will be held elsewhere, in principle at the headquarters of one of the participating organizations of the United Nations common system. The Commission may also decide to establish working groups on selected issues. Those working groups would be composed of members of the Commission and/or its secretariat, as well as representatives of the member organizations and staff. It is expected that during the biennium 2008-2009 five such working groups will be established and that each of the groups will meet for approximately two weeks. Furthermore, it is anticipated that representatives of the Commission will participate in the meetings (one meeting per year) of the technical working groups established by the governing bodies of the participating organizations.

30.11 The Commission's Advisory Committee on Post Adjustment Questions will hold one session of one-week's duration in each year of the biennium. As is the case with members of ICSC, the members of the Advisory Committee are entitled to travel and subsistence allowances in accordance with the rules established by the General Assembly for members of organs and subsidiary organs of the United Nations serving in their individual capacity.

30.12 The structure of the secretariat of the Commission remains unchanged. It includes the Office of the Executive Secretary, the Cost-of-Living Division, the Personnel Policies Division and the Salaries and Allowances Division.

30.13 The functions of the Office of the Executive Secretary include: (a) provision of technical support to the Commission in all areas of its programme of work; (b) management and coordination of all administrative services for the servicing of the Commission's meetings; and (c) development and management of the programme and budget and general management of the secretariat.

30.14 The main activities to be undertaken by the Cost-of-Living Division in the biennium 2008-2009 include: (a) carrying out and processing the current round of cost-of-living surveys; (b) updating on a monthly basis post adjustment indices for establishment of post adjustment classifications for all duty stations; (c) publishing post adjustment reports on a monthly basis; (d) managing and maintaining the rental subsidy scheme, which is linked to the post adjustment system; (e) conducting methodological research on the cost-of-living measurement methodology for post adjustment purposes required by a number of events, including the review of the pay and benefits system; (f) carrying out joint cost-of-living methodology development projects with statistical agencies of the European Commission and the Organization for Economic Cooperation and Development (OECD) to improve the quality of cost-of-living measurements; (g) providing secretariat services for the Advisory Committee on Post Adjustment Questions; and (h) improving the technical and information technology skills of staff to fully utilize various data-processing systems and master new statistical approaches.

30.15 In the biennium 2008-2009, the main activities to be undertaken by the Personnel Policies Division include studies linked to the integrated framework for human resources management approved by the General Assembly in 2000 and ongoing operational and client-oriented activities. These are: (a) provision of advice and support on human resources management issues in the review of the pay and benefits system; (b) monitoring and review of hardship and mobility arrangements; (c) studies on various aspects of human resources management, such as performance management, career development, work/life issues and reform of the job evaluation system for the General Service category; (d) monitoring and reporting on the implementation of the recommendations and decisions of ICSC; (e) monitoring and reporting on the improvement of the status of women in the common system; (f) classification of field duty stations according to conditions of life and work under hardship arrangements; (g) monitoring and review of the application of hazard pay; (h) conduct of grade equivalency studies; and (i) provision of technical advice and coordination on job evaluation matters.

30.16 The main activities to be undertaken by the Salaries and Allowances Division in the biennium 2008-2009 include: (a) continuation of the pay and benefits review and related pilot studies in volunteer organizations; (b) annual monitoring of remuneration levels of the comparator (United States federal civil service); (c) reviews of methodologies for determining various allowances and benefits; (d) review of the level of various benefits and allowances; (e) conduct of General Service salary surveys at headquarters duty stations; (f) monthly update of daily subsistence allowance rates; (g) conduct of a comprehensive review of pensionable remuneration; and (h) conduct of a comprehensive review of the general methodology for surveys of best prevailing conditions of employment of General Service staff at headquarters and non-headquarters duty stations.

Table 30.5 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of a high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems *Performance measures* 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent (ii) Percentage of recommendations adopted by the Commission *Performance measures* 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission *Performance measures* 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission *Performance measures* 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent

(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification *Performance measures* 2004-2005: 3 and a half months Estimate 2006-2007: 3 months Target 2008-2009: 3 months (ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year) *Performance measures* 2004-2005: 100 per cent within 4 to 8 weeks Estimate 2006-2007: 100 per cent within 4 to 8 weeks Target 2008-2009: 100 per cent within 4 to 8 weeks
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system *Performance measures* 2004-2005: 1 and a half weeks Estimate 2006-2007: 1 week Target 2008-2009: 1 week

External factors

30.17 The component is expected to achieve its objectives and expected accomplishments on the assumption that organizations of the United Nations common system provide timely information as requested by the Commission and that they fully implement its decisions and recommendations.

Outputs

30.18 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies: 16 formal meetings and informal consultations of the Fifth Committee on issues of conditions of service of the United Nations common system; approximately four sessions of the Commission; approximately two sessions of the Advisory Committee on Post Adjustment Questions; and approximately eight sessions of working groups of the Commission on specific issues of conditions of service;

(b) Parliamentary documentation:

(i) Reports and research papers on specific issues raised by Member States, organizations and staff representatives submitted to the Commission and other documentation submitted to the Advisory Committee and working groups of the Commission under their programme of work;

(ii) Substantive assistance to the Commission and the Advisory Committee in the preparation of their respective reports;

(c) Other substantive activities:

(i) Responses on behalf of the Commission on cases of specific issues before the Administrative Tribunals;

(ii) Cost-of-living surveys at field duty stations; categorization of hardship duty stations (approximately 200), including system-wide dissemination and assignment of temporary ad hoc classifications; revisions of manuals on the United Nations salary system; monthly revisions and promulgations of post adjustment and daily subsistence allowance; issuance of information on hazard pay locations; full implementation of the new master standard and related subsystems for application in the common system; ICSC workshops on the operation of the post adjustment system, salaries and allowances and human resource management policies; and training courses on job evaluation and training material for mobility and hardship arrangements;

(iii) Technical material (hard copy and electronic issuances): cost-of-living survey reports and monthly updated post adjustment indices with respect to exchange rate movements, inflation and rental subsidy thresholds (24 circulars); revised job evaluation tools; revised user-friendly manuals on the United Nations salary system; post adjustment system; daily subsistence allowance circulars; and information material and tools pertaining to mobility/hardship arrangements.

Table 30.6 **Resource requirements: total requirements for the International Civil Service Commission (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Jointly financed				
Post	10 686.9	10 982.8	46	47
Non-post	5 483.8	5 956.5	—	—
Total	**16 170.7**	**16 939.3**	**46**	**47**

30.19 The estimated requirements in the amount of $16,939,300 would provide for the continuation of 46 posts (1 D-2, 3 D-1, 3 P-5, 8 P-4, 4 P-3, 3 P-2 and 24 General Service (2 Principal level)), the addition of one new P-5 post and related non-post operational requirements. There is an increase of $768,600 to the overall level of resource requirements under the full budget of the Commission, $295,900 for posts and $472,700 for non-posts. The resource growth under posts requirement of $295,900 relates to costs of the establishment of one new P-5 post and the reclassification of two posts: one P-3 to P-4 and one General Service (Other level) to General Service (Principal level). The non-post resource growth relates mainly to consultancy services to undertake the five-year cycle studies on new approaches in performance and broad-banding due in the biennium in

accordance with resolution 52/216 and general operating expenses due to revised price for the rental of premises occupied by the Commission.

Table 30.7 Resource requirements: United Nations share in the budget of the International Civil Service Commission

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	4 624.8	6 335.3	—	—
Total	**4 624.8**	**6 335.3**	—	—

30.20 The estimated requirements in the amount of $6,335,300, reflecting an increase of $1,710,500, relates to the United Nations share (currently 37.4 per cent) in the budget of ICSC for the biennium 2008-2009. The increase in the United Nations regular budget under this section is due to the delayed application of the percentages of UNHCR and UNRWA as they relate to the calculation of the United Nations share of costs.

B. Joint Inspection Unit

Full budget of the Joint Inspection Unit (before recosting): $11,082,900

Regular budget resource requirements for United Nations share (before recosting): $2,648,800

30.21 The Joint Inspection Unit, created on an experimental basis in 1968, was established with effect from 1 January 1978 by the General Assembly in its resolution 31/192 of 22 December 1976, in which it also approved the Unit's statute. The Unit is the only system-wide independent external oversight body, and it is accountable to the General Assembly and the competent legislative organs of the specialized agencies and other international organizations of the United Nations system that accept its statute. The expenditures of the Unit are shared by its participating organizations, as agreed upon by them.

30.22 In accordance with article 20 of its statute, the Unit's budget is included in the regular budget of the United Nations, and its budget estimates are established by the Secretary-General after consultation with CEB on the basis of proposals made by the Unit. In its resolution 55/230, the General Assembly took note of paragraphs 19 and 20 of the report of the Unit for 1998 (A/54/34); reaffirmed article 20 of the statute of the Joint Inspection Unit and paragraph 182 of Assembly resolution 54/249; and requested the Secretary-General to submit the CEB report on the budget proposals made by the Unit as required by the statute.

30.23 According to the statute, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

30.24 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses on trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing both the executive heads and the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

30.25 The activities for which the Unit is responsible fall under component B of programme 26, Jointly financed activities, of the biennial programme plan for the period 2008-2009.

Table 30.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve management, ensure optimum use of available resources and achieve greater coordination between the participating organizations of the United Nations system.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of legislative organs to exert oversight regarding the activities of the participating organizations and to determine the efficiency and effectiveness of their activities	(a) The number of reports, notes and confidential letters submitted to the legislative organs and the executive heads of participating organizations *Performance measures* 2004-2005: 22 units Estimate 2006-2007: 22 units Target 2008-2009: 22 units
(b) Improved management of the participating organizations' secretariats through enhanced efficiency and effectiveness or enhanced controls and compliance	(b) (i) Increased percentage of recommendations aimed at management improvement (enhanced efficiency and effectiveness, financial savings, enhanced controls and compliance) that have been implemented by the majority of participating organizations *Performance measures* 2004-2005:[a] 30 per cent of accepted recommendations contained in single-agency reports; and 22 per cent of recommendations contained in system-wide/multi-agency reports Estimate 2006-2007: 60 per cent Target 2008-2009: 70 per cent

	(ii) Potential cost savings identified and actual cost savings achieved *Performance measures* 2004-2005: $17 million Estimate 2006-2007: $20 million Target 2008-2009: $20 million
(c) Increased coordination and cooperation among participating organizations	(c) Increased percentage of recommendations aimed at enhanced coordination and cooperation, including through dissemination of best practices, that have been implemented by the majority of participating organizations *Performance measures* 2004-2005:[a] 30 per cent of accepted recommendations contained in single-agency reports; and 22 per cent of recommendations contained in system-wide/multi-agency reports Estimate 2006-2007: 50 per cent Target 2008-2009: 60 per cent

[a] Data provided above for the implementation rate of recommendations issued during 2004-2005 reflect the status as reported by organizations in the last quarter of 2006. The following factors need to be taken into account:

(a) Many recommendations in the reports issued during 2004-2005 were still under consideration by the legislative bodies of participating organizations or by management (20 per cent of the recommendations contained in the 12 single-agency reports and 45 per cent of the recommendations in the 10 system-wide reports);

(b) While 72 per cent of the recommendations in single-agency reports and 30 per cent of recommendations in system-wide reports had been accepted by the end of 2006, it takes time to fully implement the recommendations. In fact, the implementation was still in progress for 59 per cent of the accepted recommendations in single-agency reports and 32 per cent of accepted recommendations in system-wide reports.

External factors

30.26 The component is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Participating organizations will fully cooperate with the reviews and in the follow-up process on the implementation of recommendations;

(b) Delays in submission of comments on the reports of the Unit by secretariats, delays in consideration or non-consideration by legislative organs and failure by the latter to adopt specific resolutions/decisions on recommendations may affect the achievement of expected accomplishments.

Outputs

30.27 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Approximately 30 formal meetings and informal consultations of the Main Committees of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions and approximately 15 meetings of legislative organs of other organizations of the United Nations system on issues contained in the reports of the Unit;

(ii) Parliamentary documentation: annual reports to the General Assembly; special reports to the General Assembly, as required;

(b) Other substantive activities:

(i) Fact-finding missions: confidential letters to the Executive Heads, as required; consultations with secretariats of the organizations of the United Nations system on issues under the work programme of the Unit (approximately 8 consultations);

(ii) Documentation for inter-agency meetings: contribution to annual inter-agency meetings, such as the United Nations Evaluation Group, the Meeting of Representatives of Internal Audit Services and the Meeting of Investigators.

Table 30.9 **Resource requirements: total requirements for the Joint Inspection Unit (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Jointly financed				
Post	10 356.3	10 229.3	20	20
Non-post	865.9	853.6	—	—
Total	**11 222.2**	**11 082.9**	**20**	**20**

30.28 The estimated requirements of $11,082,900, reflecting a decrease of $139,300, would provide for the continuation of 11 positions of Inspectors and 20 posts in the Unit secretariat, as well as for non-post requirements, including those of other staff costs, consultancy and contractual services, travel of inspectors and staff and operating costs. The net decrease in resources is mainly due to the change in posts structure of the Unit, namely the abolition of two General Service (Other level) posts: one Research Assistant and one Registry Clerk and the creation of one P-2 and one P-3 Research Officer posts.

Table 30.10 **Resource requirements: United Nations share in the budget of the Joint Inspection Unit**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	1 672.1	2 648.8	—	—
Total	**1 672.1**	**2 648.8**	—	—

30.29 Resource requirements in the amount of $2,648,800, reflecting an increase of $976,700, relate to the United Nations share in the budget of the Unit for the biennium 2008-2009, which is 23.9 per cent. The increase in the United Nations regular budget under this section is due to the delayed application of the percentages of UNHCR and UNRWA as they relate to the calculation of the United Nations share of cost.

C. United Nations System Chief Executives Board for Coordination

Full budget of the secretariat of the United Nations System Chief Executives Board for Coordination (before recosting): $4,963,000

Regular budget resource requirements for the United Nations share (before recosting): $2,239,500

30.30 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-Level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-Level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

30.31 In the biennium 2008-2009, CEB will focus its work on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. To this end, CEB will ensure greater coherence among the organizations of the system. Its efforts system-wide will be concentrated on: deepening understanding of global issues and improving knowledge management; achieving an inclusive, purposeful mobilization of all resources and capacities; and helping to increase transparency and accountability. CEB will continue to devote its energy and efforts to strengthening the support of the system for the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. CEB will also continue its efforts to ensure the security and safety of United Nations system personnel, including by enhancing system-wide support for an effective and unitary security management system. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in improving human resource management; in supporting efforts to reform the common system; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, improved platforms for knowledge-sharing. CEB will focus all its efforts on ensuring a timely and results-based response to the policy directions and mandates of Member States.

30.32 CEB is serviced and supported by a single, jointly financed secretariat, with offices located in New York and Geneva. In the programme area, CEB, through its High-Level Committee on Programmes, will continue to promote system-wide action across a range of intergovernmental mandates. Special attention will, in the same context, be given to concerting the support of the system to intergovernmental reviews and monitoring of progress towards the above-mentioned goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies. The High-Level Committee on Programmes will, at the same time, seek to take a proactive role in developing system-wide responses to important new and emerging issues on the agenda of the United Nations system.

30.33 CEB, with the support of its High-Level Committee on Management, is seeking to further strengthen its contribution to progress in management reform and the harmonization of business practices, which it regards as critical underpinnings to qualitative improvements in system-wide effectiveness and coherence. In so doing, it will build on major system-wide initiatives under way, such as the implementation of International Public Sector Accounting Standards; the harmonization of enterprise resource planning systems; and improvements in results-based management systems.

30.34 In the management area, CEB, through its High-Level Committee on Management, will give special attention in the biennium 2008-2009 to furthering inter-agency cooperation in advancing accountability and transparency in the work of the organizations of the system; promoting best practices and sharing lessons learned in management practices and in policy development and programme delivery through, inter alia, expanded platforms for knowledge-sharing; and advancing the implementation of inter-agency agreements on the security and safety of United Nations system personnel. In the area of human resources management, the focus will be on enhanced collaboration with ICSC, the harmonization of entitlements of United Nations system staff and their dependants, contingency planning and emergency preparedness. In the financial and budgetary areas, the main emphasis will be placed on supporting the implementation of the International Public Sector Accounting Standards throughout the system, and on such issues as results-based budgeting, the relationship between regular and voluntary funding, cost recovery policies, standardization of financial rules and regulations and the development of financial and budgetary best practices. In the area of information and communication technology, special attention will be given to capitalizing on investments in information and communication technologies, especially through common services and shared experiences with enterprise resource planning systems. In the same context, CEB will seek to promote further initiatives to facilitate access to United Nations system information by Member States and the general public.

30.35 At its second regular session of 2006 (October 2006), CEB decided to undertake a review of its functioning with a view to strengthening its coordination role in the context of requirements for enhanced system-wide coherence. On behalf of the CEB the Secretary-General requested the Directors-General of the International Labour Organization and the World Trade Organization, to lead a review process at the executive head level and to present proposals for CEB action at its April 2007 session. The decisions to be taken at that session may have further implications for the work of the CEB secretariat and its budgetary requirements for 2008-2009.

Table 30.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to decisions of intergovernmental bodies	(a) (i) Increased number of interventions, on behalf of the United Nations system, with intergovernmental and expert bodies *Performance measures* 2004-2005: 12 interventions Estimate 2006-2007: 16 interventions Target 2008-2009: 35 interventions (ii) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions *Performance measures* 2004-2005: 12 activities Estimate 2006-2007: 16 activities Target 2008-2009: 5 activities
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations in the administration and management areas	(b) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports *Performance measures* 2004-2005: 14 responses Estimate 2006-2007: 16 responses Target 2008-2009: 20 responses
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States

Performance measures

2004-2005: 15 platforms

Estimate 2006-2007: 17 platforms

Target 2008-2009: 10 platforms

External factors

30.36 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the member organizations and their governing bodies commit themselves and make timely contributions to the issues addressed by CEB.

Outputs

30.37 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: contribution to meetings of the Fifth and Second Committees on matters related to inter-agency affairs and the United Nations common system (on average 4 times per year);

b. Parliamentary documentation: CEB comments on the reports of the Joint Inspection Unit; inter-agency statistical reports on human resources, financial and general administrative subjects (average of 4 times per year);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: contribution to plenary meetings on matters related to inter-agency affairs (1 meeting per year);

b. Parliamentary documentation: CEB annual overview report; inter-agency inputs to reports on the follow-up to the Millennium Assembly of the United Nations;

(iii) Committee for Programme and Coordination:

a. Substantive servicing of meetings: contribution to Committee meetings on matters related to inter-agency affairs (1 meeting per year);

b. Parliamentary documentation: CEB annual overview report;

(iv) International Civil Service Commission:

a. Substantive servicing of meetings: contribution to the activities of the Commission and its subsidiary bodies, as provided for in article 28 of ICSC statute (annual meeting of Commission and, on average, 2 meetings of subsidiary bodies per year);

b. Parliamentary documentation: miscellaneous papers on common positions of the United Nations system relating to conditions of service in the common system (on average 2 papers per year);

(v) Standing Committee of the United Nations Joint Staff Pension Fund:

a. Substantive servicing of meetings: contribution to the activities of the Standing Committee of the United Nations Joint Staff Pension Board;

b. Parliamentary documentation: miscellaneous papers on common United Nations system positions related to the Pension Fund;

(b) Other substantive activities:

(i) Substantive servicing of inter-agency meetings:

a. Meetings of CEB focal points to finalize the summary of conclusions of CEB and to plan follow-up activities (2 sessions per year);

b. Meetings of inter-agency working groups and ad hoc inter-agency task arrangements established by the high-level committees in the programme (10 meetings per year) and management areas (10 meetings per year);

c. Meetings of the High-Level Committee on Management (2 sessions per year);

d. Meetings of the High-Level Committee on Programmes (2 sessions per year); intersessional meetings (2 sessions per year);

e. Substantive sessions of CEB (2 sessions per year);

(ii) Documentation for inter-agency meetings: background and technical papers, summary of conclusions and reports for CEB and its two high-level committees;

(iii) Technical material:

a. Monthly system-wide promulgation of rates for freelance interpreters, translators and editors and promulgation of rates relating to hardship payments;

b. United Nations system Extranet; United Nations system search engine; Executive Information Network; CEB website; United Nations system locator; United Nations system chart; common system personnel database; mechanisms in support of spouse employment and dual careers; education grant database; directory of senior officials; inventory of inter-agency arrangements; annual common system personnel statistics; system-wide inventory of software and hardware; best practices of the United Nations system in human resources and the areas of information technologies and finance and budget.

Table 30.12 **Total requirements for the secretariat of the United Nations System Chief Executives Board for Coordination (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Jointly financed				
Post	3 943.4	3 943.4	14	14
Non-post	1 019.6	1 019.6	—	—
Total	**4 963.0**	**4 963.0**	**14**	**14**

30.38 The estimated requirements in the amount of $4,963,000 at the maintenance level of resources would provide for the continuation of 14 posts in the CEB secretariat (7 in New York and 7 in Geneva) and its operational costs. The non-post requirements would provide for general temporary assistance, consultants, overtime, official travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment for both CEB secretariat offices.

Table 30.13 **Resource requirements: United Nations share in the budget of the United Nations System Chief Executives Board for Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	1 502.3	2 239.5	—	—
Total	**1 502.3**	**2 239.5**	—	—

30.39 Resource requirements in the amount of $2,239,500, reflecting an increase of $737,200, relate to the United Nations share (30.7 per cent) in the costs of the secretariat of CEB and the International Public Sector Accounting Standards (see para. 30.40). The increase in the United Nations regular budget under this section is due to the delayed application of the percentages of UNHCR and UNRWA as they relate to the calculation of the United Nations share of cost. The current provision of $2,239,500 includes the United Nations share (30.7 per cent) in the cost of jointly financed International Public Sector Accounting Standards project of $715,900 for the biennium 2008-2009.

30.40 Resources in the amount of $2,332,000 for the International Public Sector Accounting Standards project to be jointly financed by United Nations system organizations were approved by the High-Level Commission for Management in February 2006. The jointly financed project provides adoption support for the Standards at the system-wide level to all United Nations system agencies, including the United Nations itself. The system-wide project provides coordination and leadership and ensures the consistent and efficient resolution of common implementation issues. By contrast, the amount requested under the proposed programme budget for the Office of Programme Planning, Budget and Accounts relates only to the United Nations Standards project, which is responsible for ensuring successful implementation of the Standards within the United Nations. The United Nations Standards project implements any necessary changes to United Nations systems, procedures and financial regulations. There is significant synergy between the jointly financed system-wide project and the respective project teams in each individual agency. Issues are identified at the individual agency level then resolved at the system-wide level, with full involvement from individual agencies to ensure that the common, system-wide solution has taken into account organizations' issues while achieving compliance with the International Public Sector Accounting Standards and across-system consistency.

Table 30.14 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/60/7 and Corr.1)	
International Civil Service Commission	
The Committee recommends that ICSC staff be fully involved through all the phases of the project, working closely with experts and consultants, in order to build up internal capacity and expertise in this area (para. X.5).	While the commission secretariat has made and will continue to make efforts to build up internal capacity in this field of technical expertise, it is a gradual process. ICSC hopes to bring in a project manager soon. The incumbent would not only be the primary coordinator/high-level helper/facilitator for the five volunteer organizations in the pilot project, he/she would also be the focal point of accumulation and transmission of these new techniques and the knowledge acquired from their being tested on the ground to the other members of the secretariat staff.
In the opinion of the Committee, those costs should be charged under contractual services rather than consultants and experts. It requests that ICSC look into this matter and report on its conclusions in the next budget proposals for 2008-2009 (para. X.6).	While the ICSC secretariat has tried to implement changes suggested in the opinion expressed by the Committee, it is difficult to predetermine whether the requirement should be changed under individual consultants or institutional contractors. When ICSC hires consultants as individuals or individual contractor, expenditures are charged to the object code of expenditure "personal service fee — consultant". Likewise, when ICSC hires institutional contractors, expenditures are charged to the object code of expenditure "consultants — institutional fee and charges". When the services of pricing agents are required for the collection of price data, as well as when the services of the Inter-Organizations Section is required to obtain data on housing costs (rent surveys), expenditures are charged to "cost-of-living surveys — ICSC". All of these object code of expenditures fall under the "consultants" object class. In its submission for the biennium 2008-2009, the secretariat has presented a combined total for "consultants and experts and contractual services", and of this total only a relatively small part is dedicated to price data

Brief description of the recommendation	*Action taken to implement the recommendation*
	collection, in which the secretariat in general only reimburses the local lead organization for the costs of engaging the local expert to collect price data. As mentioned above, expenditures for these surveys seem appropriate to be charged to "cost-of-living-surveys — ICSC" under consultants, as the object codes of expenditure under contractual services are mainly for training, data-processing services, external printing, public information production, contractual engineering and external translation.
Concerning requirements for travel of staff, which represent a considerable amount ($453,900 before recosting), the Advisory Committee requests that efforts be made to reduce those costs wherever possible through the use of videoconferencing and other electronic means of communication and prudent management of travel funds. The Committee understands that the meetings of the technical working groups are usually held away from New York or Geneva, although the preponderance of the membership is located in those two cities. The Committee requests that consideration be given to holding working group meetings in locations where they are most cost effective (para. X.7).	The ICSC secretariat has taken note of the Committee's request and will soon acquire its own videoconferencing capacity in an effort to help reduce travel costs. However, it is not possible to impose a common standard of videoconferencing equipment on such a large array of staff representations and different organizations involved in the discussions. At the same time, the secretariat informed the Committee of the very substantial recent growth in the number of duty stations both under review for the hardship and mobility scheme and where local staff and administrations request the secretariat to verify the post adjustment index. ICSC also underlined that the Commission secretariat was involved in the basic data collection and treatment underpinning the entire common system remuneration methodologies. In this regard the delicate nature of its work makes the impact of interpersonal human contact much more important than may be the case in less psychologically and contractually sensitive areas of activity. Also, it should be stressed that ICSC working group meetings are often organized in hardship duty station areas, where the Commission, the management and the staff believe it is important to show the support and interest of the three parties to the ICSC process for the important missions being carried out in those places by the common system organizations.

Brief description of the recommendation	*Action taken to implement the recommendation*
Joint Inspection Unit	
The Advisory Committee was informed that the Joint Inspection Unit had refined and improved its monitoring and evaluation tracking system for following up on the implementation of the Unit's recommendations and that all but 2 of the 23 participating organizations were already signatories to the system. The new version was simpler to use, had a shorter reporting period and had received a positive feedback from users. The system had been introduced three years earlier, but the initial version had been considered burdensome and time-consuming to update. The Committee welcomes those improvements and looks forward to receiving information on the status and impact of the implementation of the recommendations of the Joint Inspection Unit on a regular basis as part of the logical framework (para. X.9).	In the annual reports of the Joint Inspection Unit to the General Assembly for 2005 and 2006 (A/61/34 and A/62/34), the Unit dedicated a separate section on the follow-up to recommendations (A/61/34, paras. 26-33 and A/62/34, paras. 34-49), which provide detailed information on further improvements in the follow-up process and on the status of acceptance and implementation of the recommendations and the intended impact.
Although the Joint Inspection Unit had committed to a greater use of videoconferencing facilities (see A/58/7, para. X.9), the Advisory Committee notes that the requirements requested for travel are unchanged, which nevertheless, at $513,300 (before recosting), represent a considerable amount. In the opinion of the Committee, travel requirements could have been reduced through increased use of videoconferencing and electronic means of communication, which would appear to be particularly well suited to some of the activities of the Unit, such as data collection and research. The Committee reiterates its request that, whenever possible, the Joint Inspection Unit use alternative methods of communication rather than travel; savings achieved should be reported in the next budget proposals (para. X.11).	The Unit makes increasing use of videoconferencing, both for interviews during the reviews and for the presentation of reports. This has allowed the inclusion of more organizations in the interviews without additional travel and to focus the use of travel funds on missions, where videoconferencing would not be a suitable alternative. The amount of resources for travel requested for the biennium 2008-2009 shows a decrease of $4,900 compared with the biennium 2006-2007.
An increase of $2,800 (18.4 per cent) is requested under consultants and experts, bringing the total requirement under this object of expenditure up to $18,000 (before recosting). The Advisory Committee recalls that in its previous report it had requested that the use of consultants to provide additional expertise be linked more closely to specific items on the basis of the work programme (A/58/7, para. X.8). The	While the Unit has special expertise in administrative, financial and management matters, certain reviews require expert advice and knowledge from outside the Unit, in particular for topics of a more technical nature. The requested resources for the biennium 2008-2009 are the same as for the biennium 2006-2007 and are equivalent to approximately 2 months at the P-4/P-5 level, which the Unit

Brief description of the recommendation	*Action taken to implement the recommendation*
Committee points out once again that, in accordance with the statute of the Joint Inspection Unit, inspectors are appointed on the basis of their special expertise in administrative, financial and management matters, and that recourse to consultants and experts should be limited to exceptional cases. Upon request, the Committee was informed that between 2003 and 2005, four short-term consultancies (20-30 days) had been contracted on specific United Nations common system issues regarding post structure, related appointments and payroll, and on technical issues concerning medical health insurance. In the opinion of the Committee, this type of specialized knowledge should be accessible without recourse to consultants (para. X.12).	considers the bare minimum for having recourse to consultants and experts in exceptional cases.
In the summary of follow-up action taken to implement relevant recommendations of the oversight bodies (A/60/6 (Sect. 30), table 30.15), the Joint Inspection Unit indicates that it has adopted a new methodology for the selection of topics to be included in the Unit's programme of work. The Advisory Committee trusts that the use of this methodology will provide additional information on the costs of the preparation and benefits derived from the recommendations of the Joint Inspection Unit reports, and requests that those results be presented in its budget proposals for 2008-2009 (para. X.14).	As reported in its annual report for 2006 (A/62/34, paras. 59-61), the Unit has further improved its annual planning process, submitting all proposal received to a thorough screening and validation. This includes, inter alia, a definition of the problem that the Unit might contribute to solving, and potential impact, including efficiency savings, if any, that could be achieved through the review, as well as an assessment of the resources that would be needed to carry out the project. In addition, the annual report provides detailed information with concrete examples on the impact/benefits derived from the recommendations of the Unit (ibid., paras. 45-49).